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June 19, 1981

Mr. Matthew A. Coogan
Project Coordinator
Boston Redevelopment Authority
One City Hall Square
Boston, Massachusetts 02201

Dear Mr. Coogan:

I am writing to indicate my interest in conducting the Downtown Crossing Retail Analysis. A description of my downtown retail experience is attached. I've also enclosed a small brochure on the urban design firm of Buckhurst Fish Hutton Katz. I propose that we be considered as a team, not to preclude my selection for the market analysis work, but to suggest a firm to handle the land use/design analysis component of the comprehensive study outlined in Mr. Ryan's letter of June 8, 1981. The attachment briefly outlines the projects that we are now working on together.

For several years, I have been convinced that there's a strong positive relationship between good design and economic performance. There are several examples on the project level and the Quincy Market is an outstanding one. Some are so good that they create new markets. Now, perhaps more than ever before, Boston's on the New England tourist trail. That means new retail business for Boston because Benjamin Thompson and James Rouse came up with a project that attracts patronage. To be sure, a series of public interventions and private actions paved the way for the Quincy Market project, but, essentially, it is the results of the combined ideas of the designer and the economist/developer that shoppers respond to.

Looking at downtown in the context of the region's retail structure, a series of interventions or developments do not necessarily create new markets. But, in addition to drawing tourists, Quincy Market has also probably influenced regional patterns of trade, in downtown's favor, by shifting some food and beverage and comparison goods expenditures. One aspect of the approach that I'd take in the Downtown Crossing study would be to test the thesis that some transfer of demand has already occurred and,

Downtown
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while doing that, examine the potential for regional demand transfer in the broad general merchandise and entertainment categories.

A feasible store mix supportable by regional spending is determined in part by quantified expenditure potential but, in the case of most downtown's, is also determined by resident attitudes and preferences. For a study of the indicated scope, a regionally distributed shopper survey seems appropriate. If downtown merchants want the custom of the region, it's good to know what the region wants.

Demographics in Boston are changing. As the composition of the City's population changes, retail stores, merchandise, and marketing tactics should change. Another aspect of the approach I'd take would be to identify emerging and partially served markets.

On the demand side, then, I'd examine sources of support from the standpoint of transferring expenditure potential from the region and would also look for unserved purchasing power within downtown's existing sales catchment area. As the Quincy Market has demonstrated, shoppers can be induced to change where they spend their money, what they spend it on, and the kind of stores they spend it in.

Knowing potential sources of demand is one thing. Translating them into achieved sales is another. In order to develop doable recommendations on the qualitative and quantitative dimensions of the supply side of the equation, I'd need to work with the urban designers and the merchants on the physical structure and economic performance of the stores as they exist today.

I believe that the most effective way to introduce change into a community is to involve the people who will have to effect that change early in the planning process. For this study, a steering committee composed of an array of committed downtown retailers, developers with a stake in downtown, and selected public officials could be set up. Such a group would improve the quality of the study in several ways. Merchant involvement might make gathering reliable area-wide data on retail store performance an easier task than it normally is. And, since recommendations on improving downtown retail sales often embrace the sometimes sensitive areas of merchandising, display, promotion and streetscape management, the early presence of retailers pulls their ideas into the project and should make implementation easier. The participation of developers and public officials in

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the formulation of policies, actions and strategies builds into the study process a base of support and understanding of how economic and design potentials can be realized.

In the era of Proposition 2½, finding new ways to get people to work together is important. For the City of Roanoke, Virginia, with Buckhurst Fish Hutton Katz and Design Communication Collaborative, I've just completed work on creating a city-wide partnership to deliver existing resources to four pilot neighborhoods. I've also recently completed work with the National Trust for Historic Preservation to define and clarify its National Main Street Project. Massachusetts is one of six states participating in this just expanded effort that blends the wants and skills of merchants, public officials and professionals to put some zip on Main Street without relying on heavily subsidized projects to do the job.

The team I work with, my research associate John Shapiro and the resources of Buckhurst Fish Hutton Katz, will provide a competent, rigorous and perceptive analysis of the prospects for retailing in downtown Boston. And I look forward to working with the Boston Redevelopment Authority on finding the ways and means to get Washington Street cash registers to ring more often.

Sincerely,

W.G. Conway
W.G. Conway

WGC/gs
Enclosures

W.G. CONWAY'S DOWNTOWN RETAIL EXPERIENCE

W.G. Conway & Co. provides commercial and residential real estate consulting services to private and public sector clients. In addition, for local governments, national urban interest groups, professional organizations, and departments of the U.S. Government, I prepare and execute public communication strategies on a wide range of land use and urban design subjects.

My experience in analyzing downtown retail markets goes back to 1970 when I started my career with Hammer, Greene, Siler Associates. While with that firm, I directed comprehensive downtown studies in Syracuse, New York and Cincinnati, Ohio. In both cases, my work pointed out feasible projects that got built. Two in Cincinnati got urban design awards.

After two years, I went to work with John Portman, the architect-developer. Between 1972 and 1974, I directed pre-development work on several large, downtown mixed use projects. As you are probably aware, a key ingredient of Mr. Portman's projects is retail space. The internal success of a Portman complex depends, in large part, on how well retail space elements perform.

In Atlanta and Los Angeles I created and executed retail leasing strategies. Also for Mr. Portman, I managed 2,000,000 square feet of commercial real estate with over 1,300 tenants. My early experience with downtown retail markets embraces most aspects of what it takes to make space work: concept, analysis, design, marketing, promotion, leasing, merchandising and operation. (My first job, right after high school and before the Army, was with Roots', one of New Jersey's premier clothiers, where I became the assistant manager of the men's clothing department in the chain's flagship store.)

Since 1975, I have conducted several retail studies. For the Pittsburgh Urban Redevelopment Authority, I analyzed the "other downtown," the Oakland neighborhood, home of the University of Pittsburgh and Pennsylvania's largest medical center, with a view toward identifying unmet market needs and developing a short term and long term investment strategy to meet those needs. Development is underway.

W.G. CONWAY'S DOWNTOWN RETAIL EXPERIENCE - Continued

Current projects include, for the City of Yonkers, New York, an evaluation of the feasibility and fiscal impact of a proposed \$250,000,000 mixed use project slated for the City's downtown waterfront. I am working on two other downtown projects, both in collaboration with the planning firm of Buckhurst Fish Hutton Katz. One, for Renaissance Newark, Incorporated, we are preparing a downtown urban design plan based on an economic and land use analysis of downtown sub-areas. The other, in Pittsburgh, is being done for the H.J. Heinz Endowment, which owns a key block in the downtown retail core. This study is to determine the highest and best use for the parcel.

WILLIAM G. CONWAY
329 E. 13th Street
New York, New York 10003
(212) 475-8298

FIELDS OF SPECIALIZATION

Creative, useful analysis of real estate markets and land use issues.
Clear writing on urban and design-related subjects for all media.

EMPLOYMENT POSITIONS

1975 -	<u>W.G. Conway & Co.</u> Consultant and writer.
1974 - 1975	<u>Vice President & General Manager,</u> <u>Atlanta, Merchandise Mart (Georgia)</u>
1972 - 1973	<u>Project Director, Portman Properties,</u> <u>Atlanta, Georgia</u>
1970 - 1972	<u>Economist, Hammer, Siler, George</u> <u>Associates, Washington, DC</u>
1964 - 1967	<u>1st Lt. Adjutant, U.S. Army 82d</u> <u>Airborne Division.</u>
1962 - 1964	<u>Community Relations Representative</u> <u>P. Ballantine & Sons, Newark, New Jersey</u>

EDUCATION

B.A. (Economics), College of William and Mary (1967 - 1969)
Graduate Studies (Public Policy), New School of Social Research

AWARDS

Public Service Education Fellow, U.S. Dept. Health, Education & Welfare
Army Commendation Medal, U.S. Army

PUBLICATIONS

White House report on Urban Policy, Urban Action (1979). Articles in Saturday Review and Progressive Architecture magazines. More than 40 reports to public and private clients. Scripts for speeches, audio-visual shows and television programs.

OTHER ACTIVITIES

Adjunct Faculty at City University of New York. Guest Lecturer at Ohio State University and Yale University. Urban Policy Committee, American Institute of Architects. Advisory Panel, National League of Cities, Urban Environmental Design Project.

WILLIAM G. CONWAY
Resume - Continued

PROFESSIONAL EXPERIENCE

W.G. Conway & Co.

Provide real estate, economic and policy analysis consulting services to private and public sector clients. Create effective marketing and communication strategies. Clients include: White House; Interagency Coordinating Council. National Endowment for the Arts; Design Arts Program. Design Communications Collaborative. National Trust for Historic Preservation. National League of Cities. (Washington, DC.) First Southern Holdings, Inc. (West Palm Beach, Florida.) Policy Design Corporation. (Atlanta, Georgia.) Urban Redevelopment Authority. H.J. Heinz Endowment. Oxford Development Company. (Pittsburgh, Pennsylvania.) Spaltenstein A.G. (Zurich, Switzerland.) Triad American Capital Corporation. (Saudi Arabia.) Team Plan, Inc. Tom Lewis & Associates. (Palm Beach, Florida.) City of Roanoke. (Roanoke, Virginia.) Team Four. (St. Louis, Missouri.) Buckhurst Fish Hutton Katz. City of New York. (New York, New York.) City of Yonkers. (Yonkers, New York.)

Atlanta Merchandise Mart

Managed largest privately owned building in South. 1,300 show-rooms for manufacturers of department store type merchandise. Increased rent roll. Trimmed energy and labor expenses. Reduced receivables. Planned 1,000,000 square foot expansion.

Portman Properties

International real estate development company owned by architect John Portman. Directed projects in five European countries and in major U.S. cities. Directed public approval process for Times Square New York hotel project. Negotiated financing on 1,000-room hotel, Atlanta, Georgia.

Hammer, Siler, George Associates

Directed studies of policy and investment issues. Assigned as special advisor to the Office of the Governor of Texas, Special Task Force on Economic Development. Developed concept for HUD award-winning Queensgate Town Center, Cincinnati, Ohio.

